

Practices in DEI Dialog

PRESENTED BY

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Our Session Plan

- *Why*
- *What*
- *Who*
- *When/Where*
- *How*





WHY

Small Group Discussion



Share:

- What one word did you choose in the previous activity, and why?
- Why is strengthening DEI engagement important in your agency?
- What prevents your agency from having more (or more effective) DEI conversations?

ORGANIZATIONAL
SILENCE EQUALS
DON'T CARE, DON'T
KNOW HOW, OR ARE
AFRAID

Lack of conversation yields
paralysis of action.

Lack of dialog perpetuates
insularity.

MOST PEOPLE HAVE
MEANINGFUL CONVERSATIONS
ONLY WITH THEIR SOCIAL
GROUPS

WHITES : 75%

BLACKS : 65%

LATINOS : 46%

ORGANIZATIONAL
ENGAGEMENT
EQUALS DO CARE

Addressing a known (DEI)
problem or issue is the only
means of betterment.

Engaging in difficult
conversations strengthens
workplace relations, improves
trust, optimizes employee
engagement, and, ultimately,
enhances workplace
performance.

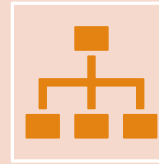


DIALOG

Why Organizations Don't Invest in Dialog



Non-awareness / Non-acknowledgement – not being aware, or admitting, that a problem exists, or improvement can be made



Overriding Priorities – other personal and organizational priorities require greater attention



Non-responsibility – the belief that others will take responsibility and act; or a sense that status quo is good enough.



Fear – of doing something wrong or being subject to consequences

Organizational Responsibility

- ❑ Show courage and take ownership
- ❑ Know the objective(s)
- ❑ Communicate the why along with the what ... beforehand





WHAT

DEI Engagement Defined:

DEI engagement is appropriately shared dialog around any diversity, equity or inclusion topic between two or more people attempting to achieve an outcome of understanding, modified perspective, or changed behavior concerning self and others.



The Topic of Conversation is ...

THE TOPIC IS PRODUCT OF THE WHY



Who



AUDIENCE / PARTICIPANTS

Consider:

- Need
- Expertise and experience
- Composition and diversity



Leaders (power and privilege) in the Audience

“I didn’t feel free to say what I wanted with leadership in the room”

“I wish leadership were present as they need to her this also”





The Role of a Facilitator

Foster communication of thoughts much more than content.

FACILITATOR WISH LIST



- ✓ Don't have to be SMEs Should be experienced in facilitation
- ✓ Aware - content and condition
- ✓ Neutral and transparent (never judgmental or critical).
- ✓ Trusted (more important than credibility or authority)
- ✓ Inspiring of confidence in the process
- ✓ Positive - Keep things positive (no judging, no 'buts', ...) and moving forward
- ✓ Self Aware (strengths, triggers, ...); and authentic in use own personal style
- ✓ Courageous
- ✓ Compassionate & empathetic (and engendering of the same)



When / Where

Consider ... Format

Type	Structure	Virtual Friendly	Needed Expertise	Needed Facilitation
Presentation	Med	High	Med-high	Low
Panel	Med	High	High	Low-Med
Townhall	Med-Low	Med-High	Med-Low	Low-Med
Open Forum	Low	Med-High	Low	Low-Med
Training / Workshop	High	Med	High	Med
'Engagement' Session	Med-High	Med	Low-High	High

...Venue

In-person	Virtual
Training/Meeting room	Zoom
Auditorium	Teams
Open Space	Google Hangouts
	Slack

... physical need of participants, equipment, engagement tools, breakout groups, ...



How

DEI Dialog Must Include:

Commitment to
the why and to
the process

Engagement
(interest &
participation)

An
understanding of
equity (and
power)

Cultural
Competence

Ability for
adaptation and
flexibility

Ability to
address fear &
fragility (and to
be vulnerable)

Trust

Empathy

Grace and
forgiveness



Creating Safe Space and Brave Space

Safe Space vs Brave Space

SAFE SPACE

Intent and mindfulness

Respect and no judgement

Not vulnerable

No discomfort

Assuage fear

Let it be

Yields security

BRAVE SPACE

Intent and mindfulness

Respect and no judgment

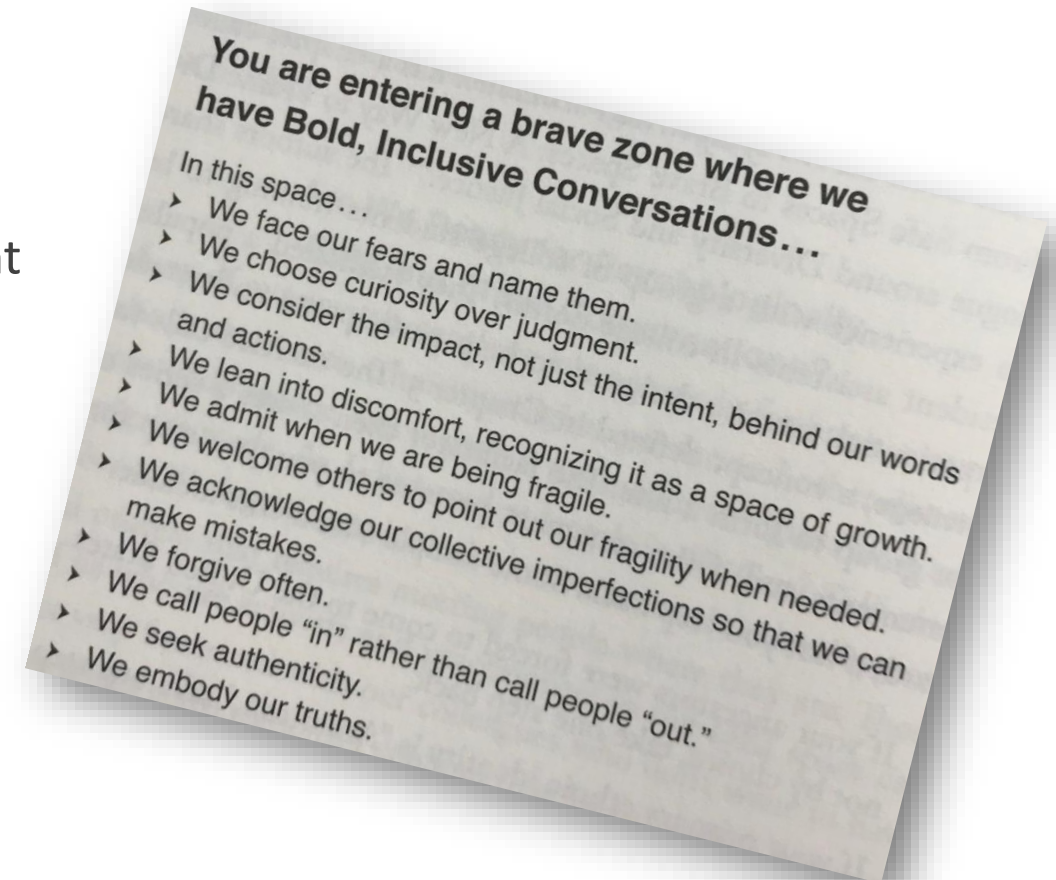
Vulnerable

Likely discomfort

Lean into fear

Deep examination

Yields 'deep truth'





Opening the DEI Session

A woman with dark hair, wearing a white button-down shirt and dark trousers, stands in the center of a modern office, gesturing with her hands as if presenting. She is smiling and looking towards a group of people seated around a table. The seated individuals, including a man in the foreground with his hands clasped, are looking at her attentively. The office has large windows in the background, letting in natural light.

Stating INTENT:

Creates context

Demonstrates Transparency

Sets appropriate expectation(s)

Inspires hope and confidence (diminishes suspicion)

Connects with people intellectually and emotionally

Engenders involvement and encourages reciprocity

Shows respect

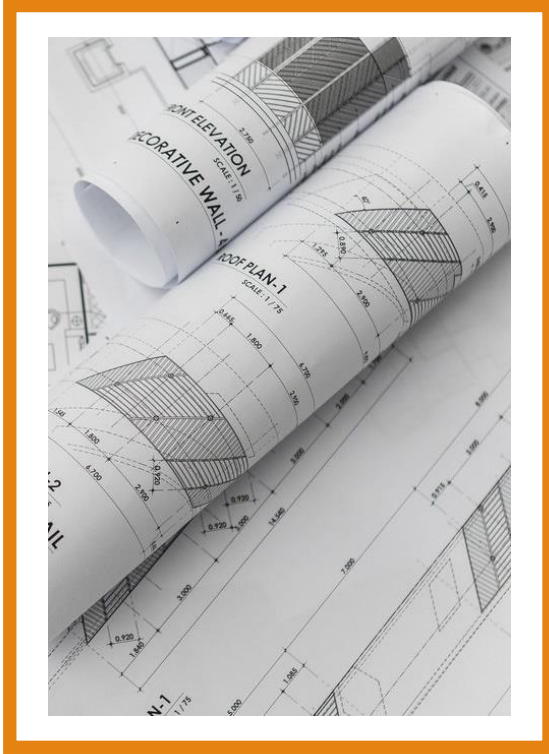


Establishing **TRUST**

Caring

Competence

Character



Presenting the Session Plan and Use of Ice Breakers



Get Agreement on:

Group Norms

- Speak your truth
- Embrace paradox
- Be Brave! Lean into discomfort
- Hold & Give Grace
- Commit to non-closure
- Have Fun

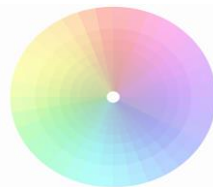


The DEI DISCUSSION



Foster dialog

- ❖ Call people in – don't call people out
- ❖ Allow those that have been hurt to share their truths
- ❖ Accept yours and other's feelings as valid. Value emotions - Name them, validate, acknowledge, explore, integrate them into the process
- ❖ Do not try to fix the person or deemphasize the harm
- ❖ Give grace Forgive
- ❖ "Ouch that hurts" – and – "Oops my mistake"



**A bit of madness is key
To give us new colors to see.
Who knows where it will lead us,
And that's why they need us**

Conversation Starters – use of:

- News story
- Articles
- Statistics
- Terminology
- Videos
- Personal stories
- ...





The loudest duck

Who is being heard and who is not? And Why?

Consider:

- Inclusion & balance ... and need

Utilize:

- Structured procedures, facilitator control, ... and loud quacking

Ques?ioning

OPEN & ORGANIC

Vs

PLANNED ROUTE

Let go of expectations
and (some) control

Make space ... safe and
brave space

Begin with the end in mind
Navigate to the destination

Seek:

What someone (or the group) is thinking
What someone (or the group) is feeling
What information someone (or the group) has
A response that moves the dialog in a specific direction
Clarification, or confirmation.

*“why” and “how”
are more probing
than “what”.*

Intent matters!

Listening

Most people do not listen with the intent to understand, rather they listen with the intent to reply". Stephen R. Covey

Listen with 'heart' (aka empathy) ... step into the shoes of another person, aiming to understand their feelings and perspectives, and to use that understanding to guide further interaction.



Principles of Active Listening



Repeat

Rephrase

Rephrase

Reflect

What I'm hearing you say is _____. Is that right?

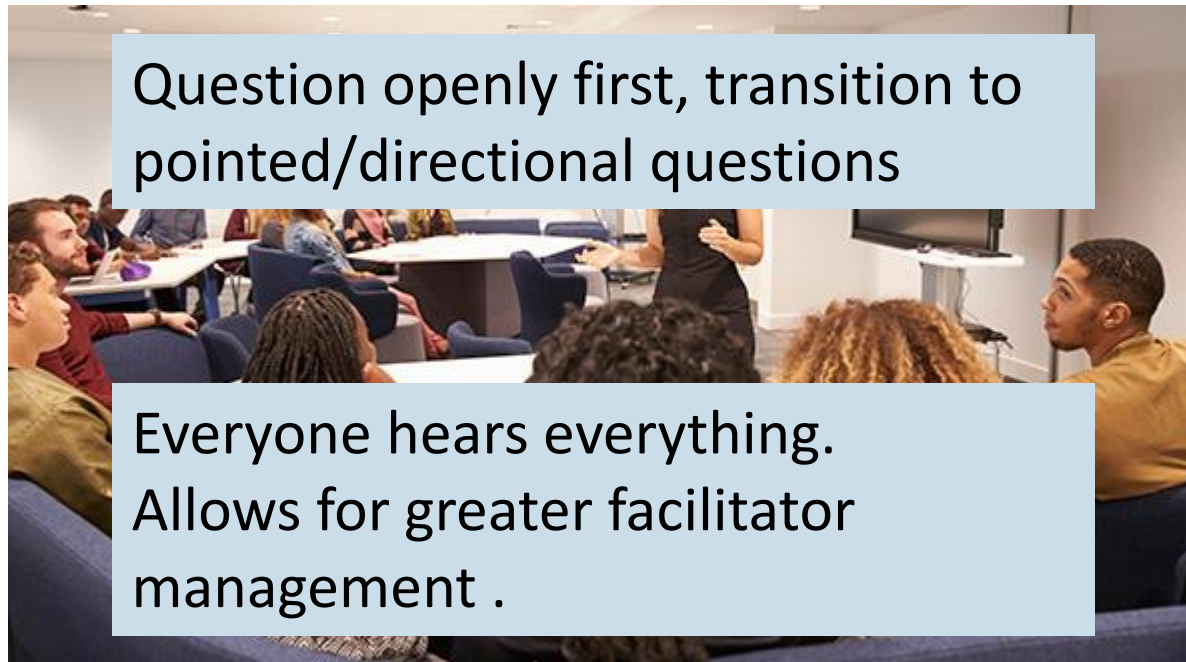
So, in other words, you _____ (think, feel that...).

It sounds as if you're saying _____.

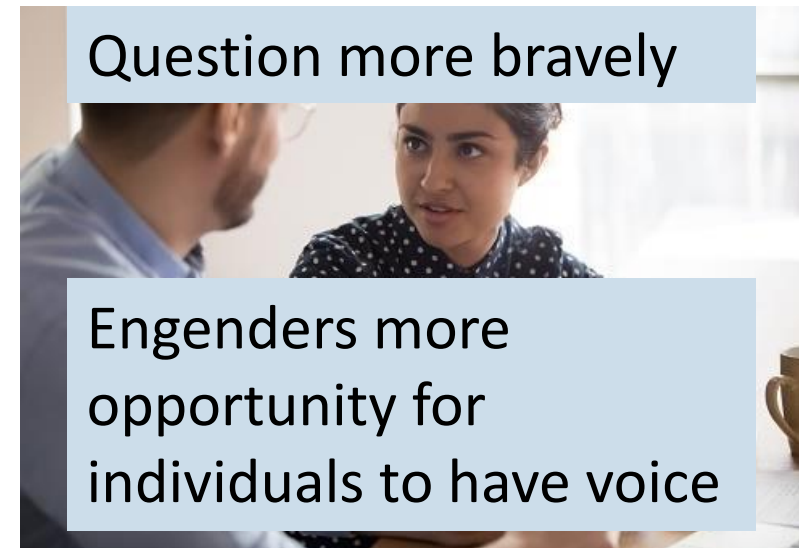
Let me make sure I've got this right, you _____

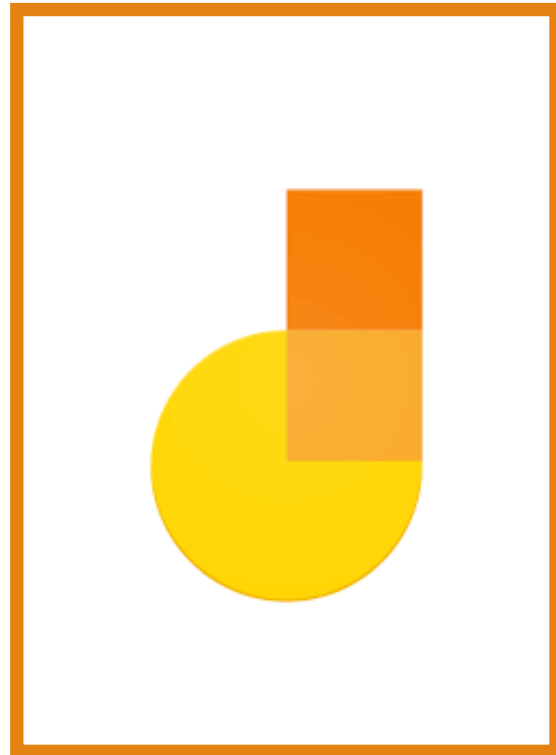
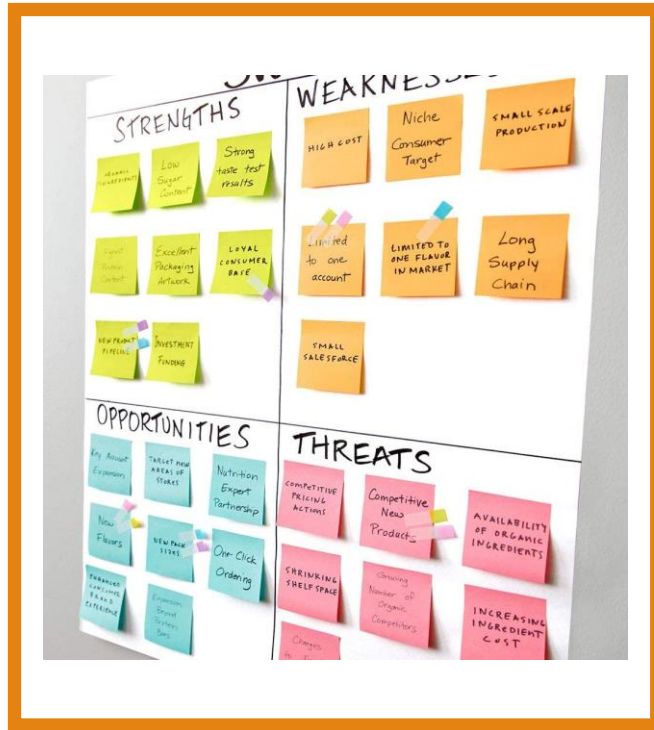
Discussion and Breakout Groups

OPEN/LARGE GROUP DISCUSSION



SMALL GROUP/PARTNER DISCUSSION





Engagement Tools

- Case studies
- Role play
- Lists
- Whiteboards
- Stickies
- Polls
- Drawings
- Games, competition
- Stories
- ...

Small Group Discussion

Subjects:

- 1) Micro-aggressions targeted at a minority group
- 2) Rumor and innuendo targeted at a couple of gender non-binary and/or trans individuals in the workplace
- 3) Exclusion/Non-inclusion of gay and lesbian persons in group work and social activities
- 4) Sexist comments not being called-out/addressed
- 5) Community division (racial, political, ...) seeping into the workplace
- 6) Non-collaboration between young new hires and veteran workers
- 7) DEI dialog and initiatives being ridiculed and disrespected
- 8) Military veterans and/or disabled persons being marginalized

Each group is assigned a “sensitive subject” as a topic for engagement:

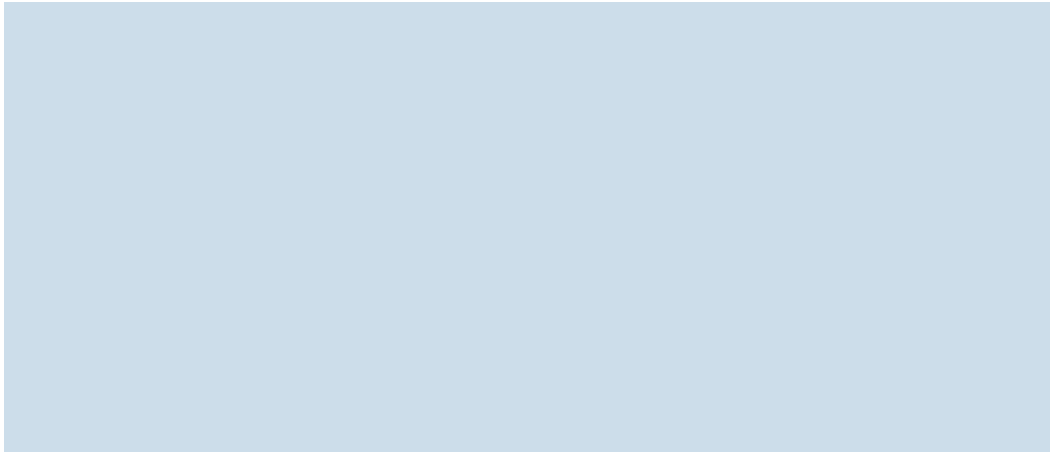
1. What format might you use, and who might be invited?
2. What would be your general approach to this subject?
3. What Tools and Techniques might you use to foster the discussion

Session Management





Reading the Room



Taking the Temperature
of the Room

Words, Tone, and Body Language



WHEN YOU'RE LISTENING, PAY CAREFUL ATTENTION TO THE WORDS BEING SPOKEN AND THE TONE OF WHICH THAT THE SPEAKER DELIVERS THEM



KEEP IN MIND THAT OFTEN PEOPLE DON'T SAY EVERYTHING THEY'RE THINKING AND FEELING. TO GET THE FULL MEANING OF WHAT'S BEING COMMUNICATED, YOU HAVE TO PAY PARTICULAR ATTENTION TO NON-VERBAL BEHAVIOR INCLUDING THE PACE AND PITCH OF THE OTHER PERSON'S VOICE AS WELL AS BODY LANGUAGE AND THE WORDS USED.

How may I help you?

Body language is **55** % of a person's messaging.

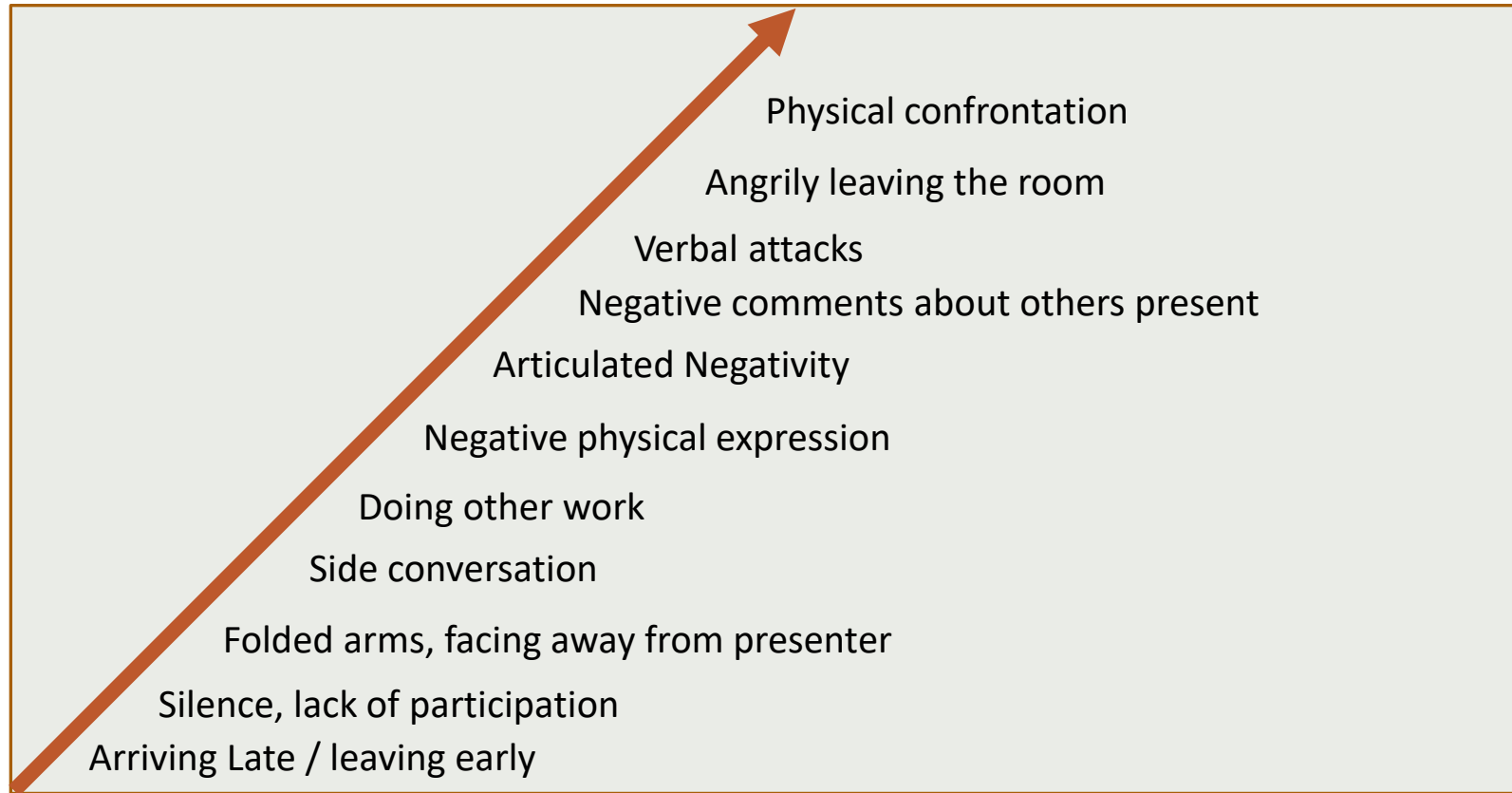




Dealing with Difficult Behaviors

Dysfunction

Severity of Disruption



Degree of Dysfunction

Addressing Disruption

- Talk privately with the disruptor, or address the situation in general with the group as a whole
- Where possible/appropriate – empathize with the source of the disruptor's behavior
- Address the root cause directly
- Propose a solution to the disruption agreeable by all





“What did you take away from the meeting?”

Concluding the session

Ensure:

- ✓ Intent was satisfied
- ✓ Edification needs were met
- ✓ Emotional needs were attended to



Non-closure



Conclusion: Comments & Questions

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